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AUTHOR Gouran, Dennis S.; Guadagnino, Christopher S.
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ABSTRACT

This annotated bibliography on leadership, compiled to help individuals determine where to begin in the massive amount of published material on the subject, contains 52 entries dated from 1980 forward. The selections have been made with a view towards the needs of both those interested in the practical aspects of leadership and those who may have more esoteric and theoretically oriented concerns. References have been organized under five headings: (1) "Overviews and Basic Bibliographic Materials"; (2) "Theoretical Discussions of Leadership"; (3) "Collections of Readings on Leadership"; (4) "Principles of Leadership Practice"; and (5) "Case Studies." (MS)

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LEADERSHIP

An Annotated Bibliography

Prepared by

Dennis S. Gouran
Penn State University

and

Christopher S. Guadagnino
Penn State University

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Historically, scholars interested in the study of group behavior have focused more on the topic of leadership than perhaps any other single aspect of group life. Because of the massive amount of published material on the subject, the individual interested in learning more about leadership may experience difficulty determining where to begin. The purpose of this bibliography is to provide a means by which to begin. While they are by no means exhaustive nor focused exclusively on leadership in the small group context, the listings are sufficiently varied to offer one a good general introduction to the factors that influence leadership in groups. All entries date from 1980 forward. In many instances, this limitation has meant the exclusion of some classic and otherwise influential works. Such scholarship is well referenced in the materials included, however, and often very well summarized. The selections for the bibliography have been made with a view toward the needs of both those interested in the practical aspects of leadership and those who may have more esoteric and theoretically oriented concerns.

References included in the bibliography have been organized under five headings: Overviews and Basic Bibliographic Materials, Theoretical Discussions of Leadership, Collections of Readings on Leadership, Principles of Leadership Practice, and Case Studies. Some entries fit more than one category, but each has been assigned to the category in which it appears on the basis of its major emphasis.

Overviews and Basic Bibliographic Materials

Bass, B. M. (1981). Stogdill's handbook of leadership: Revised and expanded edition (2nd ed.). New York: Free Press.
Comprehensive summary and review of research on leadership done in the social sciences. Follows the same general organizational structure of Stogdill's original edition, but adds new topic areas. Covers concepts, theories, general orientations, relationships to other concepts, leader/follower interactions, gender and leadership, minority status and leadership, and cultural influences. Reviews applied research on leadership.

Chemers, M. M. (1984). The social, organizational, and cultural context of effective leadership. In B. Kellermann (Ed.), Leadership: Multidisciplinary perspectives (pp. 95-112). Englewood Cliffs, NJ: Prentice-Hall.
Reviews scholarship emanating from trait, behavioral, and contingency

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approaches as well as more recently emerging perspectives such as normative theory and the transactional, cognitive, and cross-cultural approaches.

Gouran, D. S. (1985). The paradigm of unfulfilled promise: A critical examination of the history of research on small groups in speech communication. In T. W. Benson (Ed.), Speech communication in the twentieth century (pp. 90-108, 386-392). Carbondale, IL: Southern Illinois University Press.
Not exclusively focused on leadership, but summarizes what empirical studies have been done on the topic in the field of speech communication.

Gouran, D. S., & Fisher, B. A. (1984). The functions of communication in the formation, maintenance, and performance of groups. In C. C. Arnold & J. W. Bowers (Eds.), The handbook of rhetorical and communication theory (pp. 622-658). Boston: Allyn & Bacon.
Selective discussion of research on leadership as an outcome of group member interaction and as behavior affecting other outcomes. Draws on scholarship in different fields, but relies heavily on work in speech communication.

Jones, S. E., Barnlund, D. C., & Haiman, F. S. (1980). The dynamics of discussion: Communication in small groups (2nd ed.). New York: Harper & Row.
Two chapters (pp. 195-240) dealing with perspectives on and philosophies of leadership. Draws on scholarship from communication, organizational theory, and social psychology in tracing the origins of various conceptions of leadership and some of the research findings to which they have led.

Napier, R. W., & Gershenfeld, M. K. (1981). Groups: Theory and experience (2nd ed.). Boston: Houghton Mifflin.
Good sketches of conceptions and consequences of leadership (pp. 235-310). Emphasizes stylistic, situational, and functional perspectives on leadership. Excellent bibliography of publications prior to 1980.

Shaw, M. E. (1981). Group dynamics: The psychology of small group behavior (3rd ed.). New York: McGraw-Hill.
A broad survey (pp. 315-345) of research on leadership in the small group. Concludes with the set of hypotheses that research to the date of publication appears to support.

Theoretical Discussions of Leadership

Arnoff, J., & Wilson, J. P. (1985). Personality in the social process. Hillsdale, NJ: Erlbaum.
Concerned with processes of social influence and interaction as affected by personality characteristics. Offer good bases for understanding actions of and reactions to persons in leadership roles.

Chemers, M. M. (1987). Leadership processes: Intrapersonal, interpersonal, and societal influences. In C. Hendrick (Ed.), Group processes (pp. 252-277). Beverly Hills, CA: Sage.
Develops an integrative model of leadership effectiveness that incorporates intrapersonal, interpersonal, and broader societal influences. Reports preliminary research and testing of the model. Substantial bibliography.

Cronin, T. E. (1984). Thinking and learning about leadership. Presidential Studies Quarterly, 14, 22-34.
Concerned primarily with political leadership; nevertheless, approaches the subject from a general perspective. Accents the personal qualities that appear to be requisites for successful leadership. Reflects the trait perspective on leadership.

Doob, L. W. (1983). Personality, power, and authority: A view from the behavioral sciences. Westport, CN: Greenwood Press.
Discusses complex relationships among leadership, power, authority, personality, and interpersonal relationships. Discusses leadership largely in terms of the exercise of influence.

Dunn, C. W. (1984). The theological dimensions of presidential leadership: A classification model. Presidential Studies Quarterly, 14, 61-72.
An interesting analysis of the influence of theological issues on the exercise of presidential leadership and their relationship to ideological stances.

Fiedler, F. E., & Garcia, J. E. (1987). New approaches to effective leadership: Cognitive resources and organizational performance. New York: Wiley.
Expands on Fiedler's earlier work with contingency theory and incorporates more recent evidence concerning cognitive influences on the performance of leadership tasks and responses to leadership. Extends more broadly to leadership at the organizational level than past work with contingency theory.

Fisher, B. A. (1980). Small group decision making (2nd ed.). New York: McGraw-Hill.
A very good review (pp. 189-227) of communicative factors involved in leadership emergence in small groups and the research evidence establishing their importance.

Fisher, B. A. (1985). Leadership as medium: Treating complexity in group communication research. Small Group Behavior, 16, 167-196.
Draws heavily on work of Weick to develop the notion of leadership as the management of complexity. Good discussion of the weakness in previous approaches to the study of leadership. Re-defines leadership as differentiated behavior.

Galbraith, J. K. (1983). The anatomy of power. Boston: Houghton Mifflin.
Views power primarily as a resource that can be utilized in the exercise of influence. Focuses on two species: Condign (punishment) and compensatory (reward). Examines sources and uses of power in political and economic transactions. Contains very useful historical illustrations.

Gardner, J. W. (1986). The nature of leadership: Introductory considerations. Washington, D. C.: Leadership Studies Program, Independent Sector.
First in a series of seven published essays on leadership. Offers definitions and explores types of leadership and leaders, conditions of leadership, and factors affecting the exercise of leadership. Concerned primarily with leadership in the political context.

Gardner, J. W. (1986). The tasks of leadership. Washington, D. C.: Leadership Studies Program, Independent Sector.
Discusses nine functions: envisioning goals, affirming values, motivating, managing, achieving workable unity, explaining, serving as a symbol, representing groups, and renewing.

Gardner, J. W. (1986). The heart of the matter: Leader-constituent interaction. Washington, D. C.: Leadership Studies Program, Independent Sector.
Examines leadership as a reciprocal process and concentrates heavily on the role of the follower in shaping the performance of leaders.

Gardner, J. W. (1986). Leadership and power. Washington, D. C.: Leadership Studies Program, Independent Sector.
Considers power as an important aspect of leadership but distinguishable from it. Focuses primarily on the sources of power and its utilization.

Gardner, J. W. (1987). The moral aspect of leadership. Washington, D. C.: Leadership Studies Program, Independent Sector.
Distinguishes good leadership from bad leadership in terms of the values of those in positions of leadership and the ends toward which their behavior is directed.

Gardner, J. W. (1987). Attributes and context. Washington, D. C.: Leadership Studies Program, Independent Sector.
Examines the relationship of situational influences and the characteristics of leaders in the performance of their roles.

Gardner, J. W. (1987). Leadership development. Washington, D. C.: Leadership Studies Program, Independent Sector.
Views leadership as a continuing process of preparation that can be and is cultivated by educational, social, and professional experiences.

Gemmill, G. (1986). The mythology of the leader role in small groups. Small Group Behavior, 17, 41-50.
Argues that the "leader" role in groups as commonly conceived has no necessity, yet the widely held view that it must be filled by particular individuals serves certain functions to the members. Considers some of the ways in which perpetuation of the myth can prove injurious to group performance.

Gouran, D. S. (1982). Making decisions in groups: Choices and consequences. Glenview, IL: Scott, Foresman.
Portrays leadership as the "art of counteractive influence" (pp. 147-172). Views leadership as a shared responsibility and identifies behavioral attributes that contribute to members' ability to sustain movement along a group's goal path.

Gouran, D. S. (1988). Principles of counteractive influence in decision-making and problem-solving groups. In R. S. Cathcart & L. A. Samovar (Eds.), Small group communication: A reader (5th ed., pp. 192-208). Dubuque, IA: William C. Brown.
Identifies situations in which pressure for uniformity, status differences, authority relations, role conflicts, and incompatibility of individual and group goals pose obstacles for effective decision making. Discusses theoretical principles underlying strategies to surmount obstacles.

Livingston, C. D. (1986). An inquiry into presidential leadership propensity. Presidential Studies Quarterly, 14, 53-60.
Criticizes previous research on presidential leadership for focus on personal characteristics. Examines the environment of the office of president as a factor influencing the occupants' performance. Strong situational perspective.

McGrath, J. E. (1984). Groups: Interaction and performance. Englewood Cliffs, NJ: Prentice-Hall.
Examines leadership within the framework of groups' role structures. Considers situational influences on role differentiation and performance (pp. 246-262)

Schweitzer, A. (1984). The age of charisma. Chicago: Nelson-Hall.
Excellent discussion of the nature of charisma, theories accounting for it, and the social contexts in which it has consequences for the behavior of individuals in leader/follower relationships.

Thompson, K. W. (1984). The dilemmas and antimonies of leadership. Presidential Studies Quarterly, 14, 35-42.
Discusses the complexity of leadership, contradictions, limitations, attributes, tools, and constraints. Concentrates on leadership in political contexts.

Collections of Readings on Leadership

Cathcart, R. S., & Samovar, L. A. (Eds.). (1984). Small group communication: A reader (4th ed.). Dubuque, IA: William C. Brown.
Eight essays dealing with theories and practices of leadership. Selection reflects strong influence of the contingency perspective (pp. 367-445).

Cathcart, R. S., & Samovar, L. A. (Eds.). (1988). Small group communication: A reader (5th ed.). Seven essays on theories and practices of leadership, four of which are new to this edition (pp. 459-555).

Ferguson, S., & Ferguson, S. D. (Eds.). (1980). Readings in organizational communication. Rochelle Park, NJ: Hayden.
Five essays on leadership. Focuses on theoretical issues concerning the nature of leadership and factors affecting its exercise (pp. 151-216).

Heller, T., Van Til, J., & Zurcher, L. A. (Eds.). (1986). Leaders and followers: Challenges for the future. Greenwich, CN: JAI Press.
Includes 17 original essays by social scientists dealing with the nature of leadership, leader/follower dynamics, approaches to leadership practice, and environmental influences on leadership. Concludes with listing of propositions research and theory appear to support.

Hoxie, R. G. (Ed.). (1984). The presidency and national security policy. New York: Center for the Study of the Presidency.
Contains 20 original essays dealing with various aspects of the leadership role of the president in national secutiry policy matters. Interesting analyses of leadership at the presidential level.

Kellerman, B. (Ed.). (1984). Leadership: Multidisciplinary perspectives. Englewood Cliffs, NJ: Prentice-Hall.

Contains essays examining leadership from historical, sociological, and psychological perspectives. Good bibliographic materials at the end of essays.

Rosenbach, W. E., & Taylor, R. L. (Eds.). (1984). Contemporary issues in leadership. Boulder, CO: Westview.
Includes 28 readings (largely reprints or abridgements) of previously published work. Deals with such topics as the nature of leadership, leadership management, followership, personal qualities of leadership, and the future of research on leadership. Contributors represent a cross section of scholars and persons in positions of leadership.

Principles of Leadership Practice

Barker, L. L., Whalers, K. J., Watson, K. W., & Kibler, R. J. (1987). Groups in process: An introduction to small group communication (3rd ed.). Englewood Cliffs, NJ: Prentice-Hall.
Devotes one chapter (pp. 149-172) to leadership behavior and the satisfaction of group member needs. Considers task, maintenance, and guidance needs.

Bormann, E. G., & Bormann, N. C. (1988). Effective small group communication (4th ed.). Edina, MN: Burgess.
One chapter on leadership (pp. 127-148) focusing on emergence and responsibilities of leadership. Practical suggestions on leading meetings.

Bradley, P. H., & Baird, J. E., Jr. (1983). Communication for business and the professions (2nd ed.). Dubuque, IA: William C. Brown.
Discusses the characteristics of leadership that facilitate the performance of problem-solving and decision-making groups in organizational settings (pp. 244-265). Reflects a functional perspective.

Brilhart, J. K. (1986). Effective group discussion (5th ed.). Dubuque, IA: William C. Brown.
One chapter (pp. 216-260) on leading small group discussions. Considers personal characteristics of leaders, role responsibilities, planning, conducting meetings, and methods of dealing with interpersonal relations among group members. (Sixth edition scheduled for release in 1989)

Cragan, J. F., & Wright, D. W. (1986). Communication in small group discussions: An integrated approach (2nd ed.). St. Paul, MN: West.
One chapter (pp. 127-156) on leading small group discussions. Identifies leadership behaviors appropriate to the task, procedural, and interpersonal dimensions of discussion. Presents a case study revealing the failure of leadership in a group.

Gahl, L. L. (1984). Moral courage: The essence of leadership. Presidential Studies Quarterly, 14, 43-52.
Reminds readers of the ethical responsibilities that accompany leadership roles. Reviews principles of moral leadership that should guide the conduct of those in positions of authority and responsibility.

Renier, J. J. (1988, June 15). New dimensions in leadership. Vital Speeches of the Day, pp. 528-532.

Speech by President and Chief Executive Officer of Honeywell Incorporated delivered to the Omicron Delta Kappa 75th anniversary national convention in Lexington, Kentucky. Discusses leadership from the perspective of an individual in a top-level corporate position, the type of preparation most useful for assuming leadership roles of this kind, and the issues to which leadership in the future is likely to be addressed.

Wood, J. T., Phillips, G. M., & Pedersen, D. J. (1986). Group discussion: A practical guide to participation and leadership (2nd ed.). New York: Harper & Row.
One chapter (pp. 78-99) specifically devoted to leadership theory and practices, but with references to the strategic aspects of leadership made throughout the entire book. Relates the leadership role to requirements imposed by the Standard Agenda.

Case Studies

Benze, J. G., Jr. (1985). Presidential management: The view from the bureaucracy. Presidential Studies Quarterly, 15, 768-781.
Study of career bureaucrats' assessments of presidential management during the final year of the Carter Administration. Reveals factors in management contributing to satisfaction and dissatisfaction of those most directly affected by presidential leadership.

Davies, J. C. (1987). Lincoln: The saint and the man. Presidential Studies Quarterly, 17, 71-94.
An effort to examine factors--personal and environmental--affecting President Lincoln's approach to crisis management in what was a developing nation's most serious crisis, the Civil War. Discusses implications for and crises faced by developing nations in the late twentieth century.

Hersh, S. M. (1983). The price of power: Kissinger in the Nixon White House. New York: Summit Books.
An examination of leadership style and its consequences for foreign policy during the period that Henry Kissinger served as National Security Adviser and Secretary of State in the Nixon Administration. An unflattering account of both the autocratic style of leadership and the man.

Isaacson, W., & Thomas, E. (1986). The wise men: Six friends and the world they made. New York: Simon and Schuster.
A study of the public careers of Robert Lovett, John McCloy, Averell Harriman, Charles Bohlen, George Kennan, and Dean Acheson, all of whom functioned in a variety of leadership capacities throughout much of the 1930s and post World War II era. Good insights into the personal characteristics and qualities contributing to their collective impact on American foreign policy.

Peters, T. J., & Waterman, R. H., Jr. (1982). In search of excellence: Lessons from America's best-run companies. New York: Harper & Row.
An interesting effort to relate the effectiveness of successful corporations in the United States to managerial style. Singles out several corporations for special attention. Explains effectiveness in terms of existing theoretical and research evidence.

Steamer, R. J. (1986). Chief justice: Leadership and the Supreme Court. Columbia, SC: University of South Carolina Press.
Excellent examination of the the similarities and differences in styles of all Supreme Court Chief Justices through the Burger Court. Relates attitudes and behavior of other Justices to the style of the Chief Justices.

Willner, A. R. (1984). The spellbinders: Charismatic political leadership. New Haven, CN: Yale University Press.
Focuses on Ghandi, Hitler, Roosevelt, Sukarno, Mussolini, and Castro. Portrays charismatic leadership as a complex interaction of several influences, including cultural myths, crisis, sexual prowess, and communicative skill.

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